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Financial reports and audited financial statements, and reports of the Board of Auditors

Administrative and budgetary aspects of the financing of the United Nations peacekeeping operations

Implementation of the recommendations of the Board of Auditors concerning United Nations peacekeeping operations for the financial period ended 30 June 2015

Report of the Secretary-General

Summary

The present report provides information in response to the recommendations of the Board of Auditors contained in its report on the United Nations peacekeeping operations for the 12-month period ended 30 June 2015 (A/70/5 (Vol. II), chap. II). The report is submitted in accordance with paragraph 7 of General Assembly resolution 48/216 B, in which the Secretary-General was requested to report to the Assembly, at the same time as the Board submitted its recommendations to the Assembly, on measures taken or to be taken to implement those recommendations.

The Administration has concurred with all of the Board's recommendations, and many of the Administration's comments have been duly reflected in the report of the Board. The present report provides additional comments from the Administration, where appropriate, and information on the status of implementation, the department responsible, the estimated completion date and the priority with respect to each recommendation contained in the report of the Board. In addition, the present report contains updated information on the status of implementation of the recommendations of the Board relating to prior periods that were reported by the Board, in annex II to its report, as not having been fully implemented.

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I. Introduction

1. In paragraph 7 of its resolution 48/216 B, the General Assembly requested the Secretary-General to report to it on the measures that would be taken to implement the recommendations of the Board of Auditors at the same time as the report of the Board was submitted to the Assembly. Accordingly, the present report is submitted in response to the recommendations of the Board contained in its report on the accounts of the United Nations peacekeeping operations for the 12-month period ended 30 June 2015 (A/70/5 (Vol. II), chap. II).

2. In preparing the present report, account was taken of the provisions of the following documents:

(a) General Assembly resolution 52/212 B, in particular paragraphs 2 to 5 thereof, and the note by the Secretary-General transmitting the proposals of the Board for improving the implementation of its recommendations approved by the Assembly (A/52/753, annex);

(b) Paragraph 7 of General Assembly resolution 69/249 B, in which the Assembly requested the Secretary-General to continue to indicate an expected time frame for the implementation of the recommendations of the Board of Auditors and the priorities for their implementation, including the office holders to be held accountable and measures taken in that regard;

(c) Paragraph 8 of General Assembly resolution 69/249 B, in which the Assembly requested the Secretary-General to provide a full explanation for the delays in the implementation of all outstanding recommendations of the Board, the root causes of the recurring issues and the measures to be taken.

3. With regard to prioritization, the Administration noted that the Board had categorized 13 of the 31 recommendations for the period ended 30 June 2015 as "main recommendations". While all recommendations of the Board will be implemented in a timely manner, the main recommendations will be considered to be of the highest priority.

4. The status of implementation of new recommendations as of February 2016 is summarized in tables 1 and 2.

Table 1
Status of implementation of main recommendations as of February 2016

Department responsible	*Number of recommendations*	*Not accepted*	*Implemented*	*In progress*	*Target date set*	*No target date*
Department of Peacekeeping Operations and Department of Field Support	9	–	–	9	9	–
Department of Management, Department of Peacekeeping Operations and Department of Field Support	3	–	1	2	2	–
Department of Management	1	–	–	1	1	–
Total	**13**	**–**	**1**	**12**	**12**	**–**

5. As indicated in table 1, of the 13 main recommendations issued by the Board, 1 has been implemented and 12 are in progress. Of the 12 main recommendations in progress, 4 are targeted for implementation in 2016 and 8 in 2017.

Table 2
Status of implementation of all recommendations as of February 2016

Department responsible	*Number of recommendations*	*Not accepted*	*Implemented*	*In progress*	*Target date set*	*No target date*
Department of Peacekeeping Operations and Department of Field Support	25	–	4	21	21	–
Department of Management, Department of Peacekeeping Operations and Department of Field Support	4	–	2	2	2	–
Department of Management	2	–	–	2	2	–
Total	**31**	**–**	**6**	**25**	**25**	**–**

6. As indicated in table 2, of the 31 recommendations issued by the Board, 6 have been implemented and 25 are in progress. Of the 25 recommendations in progress, 11 are targeted for implementation before the end of 2016 and 14 are due for implementation in 2017 and beyond.

II. Implementation of the recommendations contained in the report of the Board of Auditors

7. The information requested by the General Assembly on the status of implementation of recommendations contained in the report of the Board of Auditors for the financial period ended 30 June 2015 (A/70/5 (Vol. II), chap. II) is set out below. As indicated in the summary of the present report, most of the Administration's comments have already been included in the report of the Board. Accordingly, additional comments are provided only where deemed necessary.

Financial overview

8. **In paragraph 18 of its report, the Board reiterated its recommendation that the Administration review the useful lives of fully depreciated assets that are still in use as required by the International Public Sector Accounting Standards (IPSAS).**

Department responsible: Department of Management

Status: In progress

Priority: Medium

Target date: Second quarter of 2018

9. The Administration is planning to replace Galileo with asset accounting in Umoja by the end of 2017. The detailed review of useful lives of fully depreciated

assets will commence immediately using Umoja and will be reflected in the financial statements as at 30 June 2018 as required by IPSAS.

Budget formulation and management

10. **In paragraph 33 of its report, the Board reiterated its recommendations made in its previous report that: (a) efforts be intensified to make the budget as realistic as possible by exercising greater vigilance and control over budget formulations factoring in actual conditions and historical trends; and (b) redeployments be minimized and that they be permitted only with full justification detailing the change in priorities or circumstances that could not have been anticipated.**

Departments responsible:	Department of Management, Department of Peacekeeping Operations and Department of Field Support
Status:	In progress
Priority:	High
Target date:	Second quarter of 2017

11. The Administration's comments regarding some of the root causes of the recurring issues observed by the Board in the areas of budget formulation and management, and actions taken to implement the recommendation, are reflected in paragraphs 25, 28, 30 (a), 32 and 34 of the Board's report.

12. In addition, with regard to part (a) of the recommendation, the Administration would like to reiterate that budgets are based on the best information available at the time of their preparation, well in advance of the budget implementation period. Furthermore, considering the significant changes in the mandates of peacekeeping missions and the highly volatile operational environment in which most of the missions are deployed, variances may occur between the approved budget and its actual implementation. Such variances, however, are reported to the General Assembly in budget performance reports, which become important reference documents during the formulation and review of subsequent budgets.

13. With regard to part (b) of the recommendation, the Administration reiterates that redeployments are made in accordance with the guidelines issued by the Controller for the administration of allotments for peacekeeping missions. They are provided as a facility to enable missions to redirect funding from activities that may be hampered by security constraints, procurement lead times or poor performance on the part of contractors to other activities that are feasible to implement. The process is accompanied by checks and balances through the approval of justified redeployments by the respective Directors/Chiefs of Mission Support, who have the delegated authority from the Controller. The justifications are also made available for reporting purposes.

Asset management

14. **In paragraph 58 of its report, the Board reiterated its earlier recommendations that the Administration: (a) strengthen asset management**

and monitoring practices in accordance with the directive for property management; (b) improve acquisition planning by establishing a closer linkage between actual procurement and delivery of items and their actual requirement and deployment; (c) ensure periodic physical verification of inventory and timely tracing of assets that are not found; and (d) enhance the database relating to movement and usage of stock for more accurate decision-making and assessments.

Departments responsible:	Department of Peacekeeping Operations and Department of Field Support
Status:	In progress
Priority:	High
Target date:	Second quarter of 2017

15. The Administration's comments on some of the root causes of the recurring issues observed by the Board in the area of asset management, and actions taken to implement the recommendation, are reflected in paragraphs 36, 39, 42, 46, 50, 57 and 59 of the Board's report.

16. In addition, the current rationalization of the budgetary, acquisition, procurement and delivery business processes using the supply chain operations reference model will also focus on inventory and safety-stock requirements for each individual mission. This will allow for the effective implementation of processes in Umoja Extension 2. Furthermore, the missions are reorganizing their structures to create acquisition planning sections/units that will closely manage and track acquisitions, ensuring that they are in line with the missions' budgets and match the missions' ability to absorb and install goods upon their arrival. In this regard, the Global Service Centre plays a central role in gathering the acquisition plans from missions and monitoring progress in their implementation throughout the year. The Centre's role as a "clearing house" enables missions to verify whether the requirement can be fulfilled through existing stock (i.e., strategic deployment stock or mission surplus) before initiating the new procurement.

17. **In paragraph 66 of its report, the Board recommended that the Administration strengthen the composition review process for strategic deployment stocks in consonance with field requirements and ensure that items in strategic deployment stocks are regularly rotated.**

Departments responsible:	Department of Peacekeeping Operations and Department of Field Support
Status:	In progress
Priority:	High
Target date:	Second quarter of 2017

18. The Administration's comments are reflected in paragraphs 62 and 64 of the Board's report.

19. In addition, the Administration wishes to clarify that the composition review process for strategic deployment stocks involves a detailed analysis of the consumption history of such stocks and field missions' acquisition trends over the past five fiscal years, alignment with the global field support strategy modularization programme requirements, technological advancements, current stock levels and procurement lead times. A stock rotation process is already in place in compliance with Department of Field Support policy, in which missions are required to obtain clearance from the Global Service Centre prior to entering into any sourcing activity. However, to further strengthen the strategic deployment stock composition review process and to ensure regular stock rotation, the Centre will engage a professional consultant by 30 June 2016. The objective is to review the governance of strategic deployment stocks and further enhance the authority of the Department and the Centre in implementing the review of the composition of the stocks in order to maximize stock rotation and minimize the write-off of assets.

Travel management

20. **In paragraph 78 of its report, the Board recommended that the Administration: (a) continue to make efforts to improve budget planning and control overexpenditure on travel; (b) ensure strict enforcement of the policy on advance purchase of tickets, except in exceptional circumstances; (c) determine accountability for deviations from the rules and instructions; and (d) consider fixing responsibility for travel without prior written authorization.**

Departments responsible:	Department of Management, Department of Peacekeeping Operations and Department of Field Support
Status:	In progress
Priority:	High
Target date:	Second quarter of 2017

21. The Administration's comments are reflected in paragraphs 73 and 77 of the Board's report.

Vehicle fleet management

22. **In paragraph 82 of its report, the Board reiterated its previous recommendation that the Administration continue its efforts to eliminate excess holdings of light passenger vehicles in missions.**

Departments responsible:	Department of Peacekeeping Operations and Department of Field Support
Status:	Implemented
Priority:	Medium
Target date:	Not applicable

23. The Administration's comment is reflected in paragraph 81 of the Board's report.

24. In addition, the Administration wishes to clarify that the reduction of the light passenger vehicle fleet is directly associated with the reduction of the number of staff present in a mission area. The drawdown, which in most cases is completed at the end of a given financial period, is the starting point for initiating the write-off and disposal of vehicles. As a result, the write-off and disposal processes continue beyond the end of the financial period in most cases.

Air transportation

25. **In paragraph 94 of its report, the Board recommended that the Administration expeditiously complete the trend analysis of utilization of air assets by different missions to facilitate decisions for right-sizing the air fleet to ensure optimum utilization.**

Departments responsible:	Department of Peacekeeping Operations and Department of Field Support
Status:	In progress
Priority:	High
Target date:	Fourth quarter of 2016

26. The Administration's comments are reflected in paragraph 95 of the Board's report.

27. **In paragraph 97 of its report, the Board recommended that the Administration urgently: (a) investigate the 180 instances cited in its report and effect recoveries, if due, from the contractors; and (b) develop a standard operating procedure for periodic data analysis of the electronic monthly aviation reports and for verification of invoices received from the air charters before releasing payments.**

Departments responsible:	Department of Peacekeeping Operations and Department of Field Support
Status:	In progress
Priority:	Medium
Target date:	Second quarter of 2016

28. The Administration's comments are reflected in paragraph 98 of the Board's report.

29. **In paragraph 104 of its report, the Board recommended that the reasons for continued non-compliance with the instructions be reviewed and an effective mechanism put in place to ensure due coordination and accountability for compliance.**

Departments responsible:	Department of Peacekeeping Operations and Department of Field Support
Status:	Implemented
Priority:	Medium
Target date:	Not applicable

30. The Administration's comments are reflected in paragraphs 102 and 103 of the Board's report.

31. In addition, to improve visibility and promote further compliance, the Strategic Air Operations Centre of the Global Service Centre has implemented a reporting mechanism through its SharePoint portal, in which real-time data are collected while supporting the missions. This information will be reported to the Department of Field Support semi-annually to facilitate mission accountability for compliance.

32. **In paragraph 110 of its report, the Board recommended that the Administration review its requirements for unmanned aerial vehicle systems in order to optimize their numbers and usage and assess whether costs can be reduced without compromising operations.**

Departments responsible:	Department of Peacekeeping Operations and Department of Field Support
Status:	In progress
Priority:	High
Target date:	Fourth quarter of 2016

33. The Administration's comment is reflected in paragraph 111 of the Board's report.

34. In addition, the Administration wishes to clarify that the use of unmanned aerial vehicles in the United Nations peacekeeping operations is a new experience. As a result, there are no benchmarks, references or sufficient historical data on the usage of these assets, and therefore the number of unmanned aerial vehicles and their level of utilization are normally determined on the basis of estimated assumptions of threats. Moreover, the factors of weather, turbulence and precipitation have an impact on aviation. Nevertheless, the Administration is constantly assessing the performance of unmanned aerial vehicles, sensor performance and vendor performance in this area of operations. Given recent historical data regarding the usage of unmanned aerial vehicles in the missions, the Administration will continue reviewing requirements in order to optimize the number and the utilization of unmanned aerial vehicles without compromising operations.

Procurement and contracting

35. **In paragraph 154 of its report, the Board recommended that the Administration provide training and guidance and strengthen oversight and**

internal controls in the area of procurement to ensure adherence to the stipulations in the Procurement Manual relating, in particular, to the evaluation of bids, the securing of valid performance securities and the application of provisions relating to liquidated damages to secure the interests of the United Nations.

Departments responsible:	Department of Management, Department of Peacekeeping Operations and Department of Field Support
Status:	Implemented
Priority:	High
Target date:	Not applicable

36. The Administration's comments are reflected in paragraphs 119, 123, 126, 131, 136 (a) and (d), 137, 146, 149 (a), 151 and 153 of the Board's report.

37. In addition, the Administration wishes to clarify that the Department of Management provides training and guidance regarding the procurement policy and practices. The Procurement Division also conducts monitoring of procurement activities through procurement assistance visits to the missions. The Department of Field Support ensures that procurement staff members in the missions have completed the relevant procurement training offered by the Department of Management.

38. Furthermore, the missions have already implemented various corrective actions to address the quality and integrity of the process and adherence to the Financial Regulations and Rules of the United Nations and the stipulations in the Procurement Manual. The United Nations Multidimensional Integrated Stabilization Mission in Mali (MINUSMA) enforced the requirement that all procurement staff be certified in terms of having completed the four basic Procurement Training Campus modules. The mandatory use of the shared drive, templates and standard checklists also ensures a high level of quality and consistency in procurement actions. The United Nations Mission in Liberia (UNMIL) issued a guideline on the handling of performance bonds in September 2015. The African Union-United Nations Hybrid Operation in Darfur (UNAMID) has put in place a mechanism with respect to the use of the liquidated damages provision. A related standard operating procedure is used for making a determination on the application of liquidated damages. In addition, UNAMID has established an Acquisition Planning and Requisitioning Unit, which will be responsible for closer monitoring of the application of the liquidated damages provision.

39. **In paragraph 158 of its report, the Board reiterated its earlier recommendation that the Administration ensure due coordination between sections dealing with procurement and contracting and approving authorities to ensure that early payments are made and the prompt payment discounts are secured.**

Departments responsible:	Department of Peacekeeping Operations and Department of Field Support
Status:	In progress
Priority:	High
Target date:	Second quarter of 2016

40. The Administration's comment is reflected in paragraph 159 of the Board's report.

41. In addition, the Administration wishes to clarify that the root causes of the failure to fully utilize prompt payment discounts were a combination of internal and external factors. These included: the lack of coordinated action by parties involved; the untimely updating of receipts; slow invoice processing; unclear procedures; and the delayed release of payments to vendors' bank accounts and restrictions imposed by local authorities. In some missions, a prolonged lead time is required for the processing of payment transactions by local banks. Nevertheless, the missions are taking action to address the weaknesses identified by the Board and closely monitoring whether parties involved in the payment process are coordinating their actions to ensure the utilization of prompt payment discounts. In addition, the use of invoice due dates provided through Umoja has facilitated the tracking of invoices involving prompt payment discounts.

42. **In paragraph 168 of its report, the Board reiterated its earlier recommendation that the Administration ensure timely finalization of the regional acquisition plan and continue to actively encourage utilization of regional systems contracts.**

Departments responsible:	Department of Management, Department of Peacekeeping Operations and Department of Field Support
Status:	Implemented
Priority:	Medium
Target date:	Not applicable

43. The Administration accepts the recommendation and considers it implemented as follows:

(a) With regard to the finalization of the regional acquisition plan, the approved copy of the plan for the 2015/16 fiscal year was provided to the Board and the next one, for the 2016/17 fiscal year, will be ready by July 2016;

(b) With regard to the utilization of regional system contracts, the outcome of the Administration's analysis as at 31 December 2015 was that the average utilization rate with respect to the joint acquisition plan had increased from 32.7 per cent in the 2013/14 fiscal year to 35 per cent in the 2014/15 fiscal year, as reported to the Board. In addition, the contract booklet is distributed whenever there is a major change in the contract awards. The monthly reports of the Regional Procurement Office to the missions also include contract utilization rates, thus informing the missions as to the availability of contracts.

Management of construction projects

44. In paragraph 181 of its report, the Board recommended that missions: (a) prepare their annual construction plans in a more realistic manner, taking into account all foreseeable factors and local conditions, and thereafter ensure their timely implementation through strict monitoring to resolve any impediment that may arise; (b) strengthen the process of evaluation and selection of contractors; (c) enforce execution of contracts in accordance with the contractual stipulations; and (d) ensure due coordination of various linked activities, such as procurement and obtaining site clearances, with the work schedule of the projects.

Departments responsible:	Department of Peacekeeping Operations and Department of Field Support
Status:	Implemented
Priority:	Medium
Target date:	Not applicable

45. The Administration has taken corrective actions to address the recommendation. In coordination with the Department of Peacekeeping Operations, an independent senior-level working group representing the Department of Field Support, missions and service centres has finalized the supplemental guidance on the governance of major construction projects in field missions. The supplemental guidance was issued in October 2015 to assist all peacekeeping and special political missions in planning and implementing construction projects. The missions have taken corrective actions accordingly.

46. Other comments of the Administration are reflected in paragraph 179 of the Board's report.

Quick-impact projects

47. In paragraph 194 of its report, the Board recommended that the missions: (a) ensure timely action in the beginning of the financial year for the selection and approval of quick-impact projects, taking into account all factors affecting implementation so that the projects are completed within the targeted time; (b) improve internal coordination between its Budget and Finance and Quick-Impact Projects sections to ensure the timely release of payments; and (c) enhance project monitoring and evaluation.

Departments responsible:	Department of Peacekeeping Operations and Department of Field Support
Status:	In progress
Priority:	Medium
Target date:	Second quarter of 2016

48. The Administration's comments are reflected in paragraph 195 of the Board's report.

Human resources management

49. **In paragraph 201 of its report, the Board recommended that the Administration ensure that missions and the Regional Service Centre in Entebbe, Uganda, review the vacancies and prioritize recruitment in a time-bound manner.**

Departments responsible:	Department of Peacekeeping Operations and Department of Field Support
Status:	In progress
Priority:	Medium
Target date:	Second quarter of 2016

50. The Regional Service Centre in Entebbe and the missions, where delays in staff recruitment had been observed by the Board, are taking action to address the recommendation. The Service Centre conducted an outreach programme in the 2014/15 financial period to seek qualified national staff at the General Service and National Professional Officer levels. The United Nations Organization Stabilization Mission in the Democratic Republic of the Congo (MONUSCO), in conjunction with the Field Personnel Division of the Department of Field Support, plans to develop a recruitment plan to fill vacant posts, with emphasis placed on mission-critical posts. The United Nations Mission in South Sudan (UNMISS) has put in place mechanisms to speed up recruitment by establishing a key performance indicator of 50 days for completing recruitment at the mission level.

51. **In paragraph 207 of its report, the Board recommended that the Administration: (a) ensure that staff performance appraisals are performed and completed in accordance with the Staff Rules and Staff Regulations of the United Nations; and (b) evaluate and document the performance of all consultants and individual contractors for future reference, especially during the renewal of contracts.**

Departments responsible:	Department of Peacekeeping Operations and Department of Field Support
Status:	Implemented
Priority:	Medium
Target date:	Not applicable

52. The missions, where delays in the performance evaluation of staff and individual contractors had been observed by the Board, have acted on the recommendation. UNMIL has completed e-performance reports for the 2014/15 reporting period. In order to ensure the timely completion of e-performance evaluations, UNMIL has issued broadcasts to remind staff of the various stages of such review. In addition, the Integrated Mission Training Centre conducts training on overall performance management and undertakes follow-ups with individuals and section chiefs to monitor the timeliness of e-performance submissions. The United Nations Support

Office in Somalia (UNSOS)[1] has acted on the recommendation by establishing a procedure whereby all consultants and individual contractors are subject to documented performance reviews at the end of their contracts and when being proposed for contract extension. No check-out is finalized unless the evaluation of the consultant or individual contractor has been completed. The Department of Field Support is closely monitoring missions' compliance with the established requirements for the performance evaluation of staff and individual contractors.

Medical services

53. **In paragraph 216 of its report, the Board recommended that missions: (a) ensure the optimal utilization of available resources for the provision of appropriate medical support to field personnel; (b) roll out the hospital information management system at all missions within a fixed time frame; and (c) improve procurement practices relating to medical supplies.**

Departments responsible:	Department of Peacekeeping Operations and Department of Field Support
Status:	In progress
Priority:	Medium
Target date:	Second quarter of 2016

54. The Administration's comments are reflected in paragraphs 212, 214 and 217 of the Board's report.

Environmental protection and waste management

55. **In paragraph 232 of its report, the Board recommended that: (a) the United Nations Multidimensional Integrated Stabilization Mission in the Central African Republic expedite and implement the action plan based on the United Nations Environment Programme report and United Nations guidelines with clear timelines for completion that should also be suitably reflected in its budget projections; (b) UNMIL ensure waste minimization through the disposal of solid waste and compliance with the environmental policy; and (c) the United Nations Support Office for the African Union Mission in Somalia (UNSOA) develop a plan for undertaking and updating environmental baseline studies of all mission locations and develop an effective mechanism for the monitoring of the requirements of the environmental policy.**

Departments responsible:	Department of Peacekeeping Operations and Department of Field Support
Status:	In progress
Priority:	Medium
Target date:	Third quarter of 2016

[1] Following the adoption of Security Council resolution 2245 (2015), UNSOS replaced the United Nations Support Office for the African Union Mission in Somalia (UNSOA).

56. The Administration's comments regarding part (a) of the recommendation are reflected in paragraph 221 of the Board's report.

57. UNMIL has taken actions to address part (b) of the recommendation. Its Engineering Section is carrying out all environmental clean-up activities, reporting on the performance of services delivered by waste contractors and providing, repairing and constructing proper waste storage facilities to avoid possible environmental degradation. UNMIL has also completed waste disposal agreements and contracts and established soil degradation prevention measures.

58. The Administration's comment regarding part (c) of the recommendation is reflected in paragraph 230 of the Board's report. In addition, UNSOS is developing an effective mechanism for monitoring the requirements of the environmental policy, which is expected to be completed by September 2016. The Administration wishes to clarify, however, that environmental baseline studies can be conducted only in locations that are accessible to United Nations personnel, these being mainly Mogadishu and the sector hubs.

59. Other comments of the Administration are reflected in paragraph 233 of the Board's report.

Enterprise risk management

60. **In paragraph 242 of its report, the Board recommended that all missions and service centres complete the development of structured risk registers as part of the implementation of enterprise risk management in accordance with the Department of Peacekeeping Operations/Department of Field Support guidelines, monitor and update the risks and take steps to mitigate them by making it part of the senior management review and decision-making.**

Departments responsible:	Department of Peacekeeping Operations and Department of Field Support
Status:	In progress
Priority:	Medium
Target date:	Fourth quarter of 2017

61. The Administration's comments are reflected in paragraph 241 of the Board's report.

Implementation of the global field support strategy

62. **In paragraph 259 of its report, the Board recommended that: (a) mainstreaming activities be monitored through documented regular meetings of the Strategic Project Oversight Committee and other institutional mechanisms to ensure timely and effective risk mitigation and mid-course corrections; and (b) the global field support strategy approaches and tools identified for mainstreaming be embedded in the relevant standard operating procedures and manuals so that their benefits may be realized.**

Departments responsible:	Department of Peacekeeping Operations and Department of Field Support
Status:	In progress
Priority:	High
Target date:	Fourth quarter of 2017

63. The Administration's comments are reflected in paragraphs 246, 252, 256 and 260 of the Board's report.

64. **In paragraph 268 of its report, the Board recommended that, in the period following the implementation of the global field support strategy, clear institutional mechanisms be established to assess and report periodically on the efficiencies achieved.**

Departments responsible:	Department of Peacekeeping Operations and Department of Field Support
Status:	In progress
Priority:	Medium
Target date:	Fourth quarter of 2017

65. The Administration's comments are reflected in paragraphs 264, 266 and 269 of the Board's report.

66. In addition, the Administration wishes to clarify that the terms of reference for the resource efficiency group have been revised and a working process identified to improve its role and responsibilities, especially with regard to reporting on achieved efficiencies. Reports on efficiencies form part of budget reports. The planning of budget proposals for the 2017/18 financial period will allow the revised terms of reference for the resource efficiency group to be introduced and put in place.

67. **In paragraph 282 of its report, the Board recommended that: (a) the implementation of the workforce planning framework progress in a time-bound manner; (b) steps be initiated to improve the quality and robustness of the rosters and expedite the process of filling vacancies in missions; (c) the activities relating to the succession management plan be completed in a time-bound manner, especially the compiling of a skills inventory and the reprofiling and certification of posts; and (d) steps be initiated to validate the monitoring and accountability framework.**

Departments responsible:	Department of Peacekeeping Operations and Department of Field Support
Status:	In progress
Priority:	Medium
Target date:	Third quarter of 2016

68. The Administration's comments regarding part (a) of the recommendation are reflected in paragraph 272 of the Board's report.

69. The Administration's comments regarding part (b) of the recommendation are reflected in paragraph 275 of the Board's report. The Administration has also provided additional support to ensure that field missions fill their key posts in a timely fashion and through the established staff selection system. Focus was placed on streamlining recruitment processes for optimal implementation. The Administration continues to populate and manage the 572 rosters for field missions, focusing on the continuous improvement of their quality. More than 90 generic job openings have been published in an effort to populate the rosters, particularly in areas where rosters are sparse or new skills are required.

70. The Administration's comment regarding part (c) of the recommendation is reflected in paragraph 277 of the Board's report. In addition, the movement of non-location-dependent transactional human resources processes to service centres and back offices led to the reprofiling of the chief human resources officer function and the reorganization of human resources structures in field missions. Furthermore, the Administration developed a field human resources capacity-building project to provide a robust approach that combines formal training (a field human resources certification programme), informal learning (mentoring) and other support mechanisms (human resources career pathways and a field human resources community of practice).

71. With regard to part (d) of the recommendation, the Administration is finalizing the monitoring and accountability framework, which is expected to be completed in the first quarter of 2016. Monitoring visits to missions are also expected to be carried out starting in mid-2016.

72. Other comments of the Administration are reflected in paragraph 283 of the Board's report.

73. **In paragraph 294 of its report, the Board recommended that the Administration: (a) determine specific timelines for the implementation of the strategy document for supply chain management and the road map and monitor the target dates for various activities; (b) examine why some modules developed by the Global Service Centre had not been deployed so as to optimize their design to meet mission requirements; and (c) finalize the road map for the implementation of additional enabling capacities for field support.**

Departments responsible:	Department of Peacekeeping Operations and Department of Field Support
Status:	In progress
Priority:	Medium
Target date:	Second quarter of 2017

74. The scope of the supply chain management initiative is large, and a significant amount of time and effort will be required in order to implement it. Large organizations with components deployed internationally have taken approximately five years to fully complete a supply chain management transition, as current operations must continue in parallel with the transition. The four pilot projects are

under way, and their implementation will allow the piloting of global supply chain planning and shipping, as well as the regional integration of supply chain activities to determine the impact of changing business processes on support responsiveness, reliability, agility and efficiency.

75. The Administration's comments regarding part (a) of the recommendation are reflected in paragraph 286 of the Board's report. Furthermore, the mapping of supply chain processes is ongoing to ensure that all new business processes are integrated into a single approach.

76. The Administration's comments regarding part (b) of the recommendation are reflected in paragraph 290 of the Board's report. The Administration reiterates that the deployment of modules is demand-driven. Instead of discontinuing designs, the Global Service Centre optimizes and modifies existing modules to meet mission requirements/demands.

77. The Administration's comments regarding part (c) of the recommendation are reflected in paragraph 293 of the Board's report. The Administration wishes to clarify that the Global Service Centre continues to pursue the concept of implementing a United Nations Office for Project Services (UNOPS) capacity, under the rapid deployment project, which is dependent on financing in the 2016/17 financial period.

78. **In paragraph 302 of its report, the Board recommended that the Administration: (a) develop the implementation plan to provide a range of skilled enabling capacities to field missions for the construction or installation of modules and facilities; and (b) review the systems contracts to determine the types of enabling capacities, pricing and conditions as planned in the strategic plan for the global field support strategy modularization pillar.**

Departments responsible:	Department of Peacekeeping Operations and Department of Field Support
Status:	In progress
Priority:	Medium
Target date:	Second quarter of 2017

79. The Administration's comments are reflected in paragraph 300 of the Board's report. In addition, the Administration wishes to clarify that the Global Service Centre commenced the review of systems contracts, which supported modularization to determine the enabling capacity options in each. However, the review was discontinued early because many systems contracts, which had supported modularization, had expired. Enabling capacity options are now requested for all relevant new systems contracts for which the Centre develops the statement of requirement on behalf of the Department of Field Support.

80. **In paragraph 304 of its report, the Board recommended that the Administration: (a) expedite the completion of transfer of services from the missions to the Regional Service Centre in Entebbe as originally envisaged; and (b) review the definition of service lines so as to ensure that it captures the end-to-end process.**

Departments responsible:	Department of Peacekeeping Operations and Department of Field Support
Status:	In progress
Priority:	Medium
Target date:	Second quarter of 2016

81. The Administration's comments are reflected in paragraphs 303 (a) and 305 of the Board's report. In addition, the Administration wishes to clarify that the Regional Service Centre in Entebbe will lead a workshop in the first quarter of 2016 with human resources and finance representatives from its client missions to assess the impact of Umoja Extension 1 on the transfer of functions to the Centre. The full transfer of the agreed functions is expected to be completed in the second quarter of 2016.

82. **In paragraph 319 of its report, the Board recommended that the Administration develop a cost-benefit analysis methodology, including benefits realization plans, that can be empirically verified to provide assurance regarding the benefits that have accrued or are expected to accrue as a result of the implementation of the global field support strategy.**

Departments responsible:	Department of Peacekeeping Operations and Department of Field Support
Status:	In progress
Priority:	High
Target date:	Fourth quarter of 2017

83. The Administration's comments are reflected in paragraphs 310, 316 and 320 of the Board's report.

84. **In paragraph 326 of its report, the Board recommended that the Administration strengthen budgetary formulation and control mechanisms to reduce the variances between allocations and expenditure.**

Departments responsible:	Department of Peacekeeping Operations and Department of Field Support
Status:	In progress
Priority:	High
Target date:	Second quarter of 2017

85. The Administration's comment is reflected in paragraph 327 of the Board's report.

86. **In paragraph 338 of its report, the Board recommended that the Administration: (a) review the turnover of information and communications technology (ICT) assets to optimize their utilization before they become obsolete**

or outdated; and (b) standardize the criteria and methodology for the Information and Communications Technology Division stock holdings to ensure reliable ICT asset management data for decision-making with regard to procurement planning, deployment, write-off and disposal of items.

Departments responsible:	Department of Peacekeeping Operations and Department of Field Support
Status:	In progress
Priority:	Medium
Target date:	Second quarter of 2017

87. The Administration's comments are reflected in paragraphs 334 and 336 of the Board's report. In addition, the Administration reiterates that equipment can remain functionally useful beyond its life expectancy, particularly when it is properly maintained. Such practices are in line with responsible asset management and fiscal oversight. Moreover, the Global Service Centre monitors the actual utilization of assets and reviews items on a monthly basis in compliance with the approved property management key performance indicators. It should be noted, however, that critical spares must always be available.

88. In paragraph 342 of its report, the Board reiterated its previous recommendation for a more empirical and transparent procedure for the setting of standards that defines operational requirements and is informed by a market research and cost-benefit analysis.

Department responsible:	Department of Management
Status:	In progress
Priority:	High
Target date:	First quarter of 2017

89. The Office of Information and Communications Technology is currently in discussions with the Procurement Division with a view to setting up a procedure to review market competition and costs without jeopardizing the principles of independence, transparency and fairness.

90. In paragraph 348 of its report, while acknowledging the steps taken by the Administration in response to its earlier recommendations, the Board recommended that the Administration: (a) ensure that both the business continuity plans identifying critical software and data and the disaster recovery plans are in place in all peacekeeping missions within a defined time frame; (b) implement network intrusion detection and incident management software in all missions; and (c) conduct information security awareness programmes in all missions and departments.

Departments responsible:	Department of Peacekeeping Operations and Department of Field Support
Status:	In progress
Priority:	High
Target date:	Fourth quarter of 2016

91. The Administration's comments are reflected in paragraphs 346 and 349 of the Board's report.

92. Part (a) of the recommendation has been implemented. The Global Service Centre's disaster recovery plan was issued in July 2015, and its business continuity plan was completed in September 2015.

93. With regard to part (b) of the recommendation, the Administration is arranging an ICT security workshop, focused on incident management and handling, for security focal points in missions.

94. In respect of part (c) of the recommendation, the Global Service Centre has developed and implemented a security awareness programme. All resources are stored in the information security management website repository.

III. Implementation of the recommendations contained in the reports of the Board of Auditors concerning United Nations peacekeeping operations for prior financial periods

95. In paragraph 8 of its resolution 69/249 B, the General Assembly requested the Secretary-General to provide, in his next report on the implementation of the recommendations of the Board of Auditors concerning the United Nations peacekeeping operations, a full explanation for the delays in the implementation of all outstanding recommendations of the Board, the root causes of the recurring issues and the measures to be taken. Such explanations have been included in the Administration's detailed comments relating to the relevant recommendations.

96. The overall status of implementation, as of June 2015, of the 112 recommendations contained in the Board's reports for the two prior financial periods is shown in table 3.

Table 3
Overall status of implementation of the recommendations of the Board of Auditors from prior financial periods, as of June 2015

Period/report	*Implemented/closed by the Board*	*In progress*	*Overtaken by events*	*Total*
2012-2013/A/68/5 (Vol. II), chap. II	37	5	7	49
2013-2014/A/69/5 (Vol. II), chap. II	33	27	3	63
Total	**70**	**32**	**10**	**112**
Percentage	**62.5**	**28.6**	**8.9**	**100**

97. In annex II to its report for the period ended 30 June 2015 (A/70/5 (Vol. II), chap. II), the Board provided a summary of the status of implementation as at 30 June 2015 of its 80 outstanding recommendations relating to the two prior financial periods. Of the 80 recommendations, 45 had been implemented by the Administration and/or closed by the Board, 32 were in progress and 3 had been overtaken by events.

98. Table 4 provides a detailed analysis of the status of implementation, as of February 2016, of the 32 recommendations assessed by the Board to be in progress. The Board noted that a large percentage of the recommendations that are in progress may require a long time frame for implementation, as many of them require systemic actions for compliance.

Table 4
Status of implementation of outstanding recommendations from prior periods, as of February 2016

Department(s) responsible	*Number of recommendations*	*Not accepted*	*Implemented*	*In progress*	*Target date set*	*No target date*
Department of Peacekeeping Operations and Department of Field Support	23	–	9	14	14	–
Department of Management, Department of Peacekeeping Operations and Department of Field Support	4	–	–	4	4	–
Department of Management	5	–	1	4	4	–
Total	**32**	**–**	**10**	**22**	**22**	**–**

99. Of the 32 recommendations that were in progress as shown in annex II to the Board's report (A/70/5 (Vol. II), chap. II), 10 had been subsequently implemented as of February 2016. Of the 22 recommendations that remain in progress, 16 are targeted for implementation before the end of 2016 and 6 before the end of 2017.

A. Report of the Board of Auditors for the 12-month period ended 30 June 2013 (A/68/5 (Vol. II), chap. II)

100. **In paragraph 44 of its report, it is indicated that the Procurement Division accepted the Board's recommendation that it enhance the collection of contractor performance reports, and make better use of the information, to facilitate decision-making in contract awards or extensions.**

Department responsible: Department of Management

Status: In progress

Priority: Medium

Target date: Fourth quarter of 2017

101. The supplier performance functionality and reporting will be included in Umoja Extension 2, the actual deployment date of which is dependent on the decision of the General Assembly.

102. **In paragraph 93 of its report, the Board recommended that the Department of Field Support and the Office of Human Resources Management develop a national staff recruitment standard operating procedure and establish how they will monitor and enforce mission compliance.**

Departments responsible:	Department of Management, Department of Peacekeeping Operations and Department of Field Support
Status:	In progress
Priority:	Medium
Target date:	Fourth quarter of 2016

103. Following the recent issuance of the administrative instruction on the staff selection and managed mobility system (ST/AI/2016/1), work to finalize amendments to the administrative instruction on the staff selection system (ST/AI/2010/3) is under way for application during the transitional period until 2020, when all job networks will be subject to ST/AI/2016/1. The amendments to ST/AI/2010/3 concerning the General Service and related categories may be issued as a separate instruction and will be applicable to staff members at General Service level 5 and above at field duty stations. The policies standardizing entry-level recruitment in the General Service and related categories (General Service level 4 and below) across the Organization, including the field, will be issued as part of the instruction or as a separate set of guidelines.

104. **In paragraph 141 of the report, it is indicated that the Administration agreed with the Board's recommendation that it develop a more systematic approach for missions to draw on when implementing global field support strategy tools and principles. This will include a plan on how such tools and principles will be deployed in missions after the five-year project duration.**

Departments responsible:	Department of Peacekeeping Operations and Department of Field Support
Status:	In progress
Priority:	Medium
Target date:	Third quarter of 2016

105. Corrective actions have already commenced, including the development and submission in September 2015 of a global field support strategy start-up tools checklist for inclusion in the revised mission start-up field guide.

106. **In paragraph 204 of its report, the Board recommended that the Administration, drawing on lessons from the project management of the global field support strategy, address deficiencies in the management of the supply chain reform. In particular, the Administration should establish effective**

project governance and a dedicated team and formalize the concept document so that each party can clearly understand the vision, project timeline, roles and responsibilities, and can accept its accountability for delivery.

Departments responsible:	Department of Peacekeeping Operations and Department of Field Support
Status:	In progress
Priority:	Medium
Target date:	Second quarter of 2016

107. The Administration has acted on the recommendation by establishing a cross-functional team with representatives from the Department of Field Support and the Department of Management. The team is responsible for finalizing a concept document clarifying the vision, strategy and road map for the implementation of supply chain management.

108. **In paragraph 209 of its report, the Board recommended that the Administration address the identified deficiencies in acquisition planning and global asset management.**

Departments responsible:	Department of Peacekeeping Operations and Department of Field Support
Status:	In progress
Priority:	High
Target date:	Second quarter of 2016

109. The Global Service Centre is responsible for the "clearing house" functions of global asset management in peacekeeping operations. Acquisition planning has been implemented by the Centre in conjunction with the missions and the Field Procurement Liaison Team of the Department of Field Support, as one of the projects included in the supply chain management strategy. Data are collected by the Centre from the missions for analysis and presentation in reports. The Centre is working on inputs for the policy on acquisition planning linking to global asset management and will submit its results to United Nations Headquarters by the second quarter of 2016.

B. Report of the Board of Auditors for the 12-month period ended 30 June 2014 (A/69/5 (Vol. II), chap. II)

110. **In paragraph 86 of its report, the Board, while noting the improvements made, recommended that the Administration undertake a more focused effort to ensure that its own instructions in respect of the write-off of assets are followed by missions.**

Departments responsible:	Department of Peacekeeping Operations and Department of Field Support
Status:	Implemented
Priority:	High
Target date:	Not applicable

111. The Administration undertook focused efforts to ensure that missions follow instructions with respect to the write-off of assets, and performance in that regard has improved accordingly. In November 2014, the Department of Field Support provided guidance to missions on the write-off and disposal of property. The guidance was focused on how to address large increases in the volume of write-off cases due to changes in peacekeeping mandates, mission liquidation and/or significant downsizing, which had been identified as a key factor behind the delays in the write-off process. In addition, a thematic facsimile was sent by the Department of Field Support to all missions, highlighting the Board's findings regarding asset write-offs, reiterating the key performance indicators for asset disposal and requesting that missions take urgent action to address deficiencies. The results of those efforts have been reported by missions and reviewed by the Department of Field Support on a quarterly basis, and they show that missions have improved their performance in asset write-off and that the departmental key performance indicator target has now been met.

112. **In paragraph 91 of its report, the Board recommended that the Administration review the reasons for delay in the disposal of written-off assets and ensure that the missions explore the possibility of the quicker disposal of long-pending cases while addressing mission-specific constraints.**

Departments responsible:	Department of Peacekeeping Operations and Department of Field Support
Status:	Implemented
Priority:	Medium
Target date:	Not applicable

113. The Department of Field Support has guided the missions in engaging all stakeholders in establishing a robust commercial sale regime for property being disposed of, conducting sales regularly to avoid any backlogs and further improving disposal performance. The Department has also provided guidance to field missions in reviewing local market conditions and exploring opportunities for the establishment of disposal agreements with the local authorities and/or other alternative disposal methods.

114. **In paragraph 97 of its report, the Board recommended that missions: (a) strengthen their asset management procedures and closely monitor the level of ageing stock and its judicious deployment and redistribution; (b) consider writing off or disposing of all items of obsolete equipment that are no longer in use; and (c) ensure proper assessment of requirements before undertaking procurement so as to ensure that the items purchased are utilized.**

Departments responsible:	Department of Peacekeeping Operations and Department of Field Support
Status:	Implemented
Priority:	High
Target date:	Not applicable

115. With regard to parts (a) and (b) of the recommendation, the Administration has defined key areas for improvement in asset management, drawing upon the Board's findings, which were included in the Department of Field Support directive on property management issued in February 2015. Furthermore, the Department has defined key actions and key performance indicators in its workplan on property management. Missions were instructed to make full use of material resources and avoid loss, wastage, obsolescence, deterioration and unwarranted accumulation of property. The Department also requested the missions to: put assets into use right after their receipt, with the exception of reserve and safety stock items; utilize the established key performance indicators to assess equipment utilization efficiency ratios; identify slow-moving items and ageing stock; and declare surplus for redistribution and/or initiate write-off with respect to obsolete equipment.

116. Regarding part (c) of the recommendation, the Global Service Centre has issued an instruction to all missions with the requirement that their acquisition plans be reviewed by the Centre's "clearing house" in order to explore the possibility of satisfying demands from within existing resources and the global asset pool prior to sourcing new non-expendable assets.

117. **In paragraph 108 of its report, the Board recommended that the Administration review inventory management and practices at missions to reduce the number of overstocked items and ensure more rational stocking of items taking into account actual rates of consumption.**

Departments responsible:	Department of Peacekeeping Operations and Department of Field Support
Status:	In progress
Priority:	Medium
Target date:	Second quarter of 2017

118. Missions have initiated actions to reduce the number of overstocked items, to rationalize stock holdings on the basis of historical consumption analysis and to ensure the timely replenishment of stocks. With reference to the specific missions in which the Board highlighted deficiencies, MINUSMA has established stock levels, and UNMISS has undertaken a complete review of its inventory holdings and is engaging all stakeholders in rightsizing and assessing the conditions of their assets. UNMISS has revised its acquisition processes, and all requisitions are now being scrutinized to confirm stock levels and consumption before the procurement process commences. UNMISS is also engaging with the relevant stakeholders to reduce slow-moving and past-life-expectancy asset holdings in a timely manner.

119. **In paragraph 114 of its report, the Board recommended that a system for the monitoring of the timelines of the various stages of the procurement process be instituted to reduce or eliminate delays in procurement.**

Departments responsible:	Department of Peacekeeping Operations and Department of Field Support
Status:	In progress
Priority:	High
Target date:	Second quarter of 2017

120. The Administration wishes to clarify that the monitoring system with respect to the timelines of the various stages of the procurement process will be instituted through the implementation of Umoja.

121. **In paragraph 122 of its report, the Board recommended that the Administration ensure that requisitions are sent to the Procurement Division in time, keeping in view the expiry of ongoing contracts, so that such contracts are not extended beyond their tenure.**

Departments responsible:	Department of Peacekeeping Operations and Department of Field Support
Status:	Implemented
Priority:	Medium
Target date:	Not applicable

122. The Administration recently updated its acquisition strategy for the procurement of long-term air charter services to meet its peacekeeping aviation requirements with more efficient and effective solutions. While the Department of Field Support makes every effort to ensure that expiring contracts are extended and replaced on time by sending requisitions to the Procurement Division in a timely manner, owing to the changing operational needs of missions, the request for extension or non-extension can be delayed in some cases. However, the Department, in coordination with the missions and the Procurement Division, always takes the measures necessary to avoid gaps in service.

123. **In paragraph 129 of its report, the Board, while recognizing the need for some flexibility in seeking performance bonds, recommended that the Administration review the guidelines for obtaining such bonds to ensure that they are adequate to secure the interests of the United Nations and result in the consistent application of provisions.**

Department responsible:	Department of Management
Status:	In progress
Priority:	High
Target date:	Second quarter of 2016

124. The Procurement Division will conduct an internal compliance review to ascertain the efficacy of the current stipulations of the Procurement Manual with regard to securities, such as performance and bid bonds.

125. **In paragraph 150 of its report, the Board recommended that the provisions in the Procurement Manual be reviewed to strengthen the role of the local committee on contracts/Headquarters Committee on Contracts as an effective internal control mechanism and to ensure best value for money, accountability and transparency in procurement decisions.**

Department responsible:	Department of Management
Status:	In progress
Priority:	Medium
Target date:	Second quarter of 2016

126. The Administration considers that both the administrative instruction on review committees on contracts (ST/AI/2011/8) and chapter 12 of the Procurement Manual provide sufficient clarity in terms of the roles of the local committees on contracts and the Headquarters Committee on Contracts. The Administration, however, takes note of the Board's observations on the cases examined and agrees to review the guidance contained in the Procurement Manual with respect to contract amendments or modifications. The Administration will also assess whether clarity or guidance is required either by amending the Procurement Manual or by issuing a separate instruction.

127. **In paragraph 160 of its report, the Board recommended that the Procurement Division take concerted action to improve the rates of the utilization of regional systems contracts by missions. Where there are such contracts, the missions should normally be prevailed upon to utilize them.**

Department responsible:	Department of Management
Status:	Implemented
Priority:	Medium
Target date:	Not applicable

128. The Administration accepts the recommendation and considers it implemented as follows:

(a) With regard to the finalization of the regional acquisition plan, the approved copy of the plan for the 2015/16 fiscal year was provided to the Board and the next one, for the 2016/17 fiscal year, will be ready by July 2016;

(b) With regard to the utilization of regional system contracts, the outcome of the Administration's analysis as at 31 December 2015 was that the average utilization rate with respect to the joint acquisition plan had increased from 32.7 per cent in the 2013/14 fiscal year to 35 per cent in the 2014/15 fiscal year, as reported to the Board. In addition, the contract booklet is distributed whenever there is a major change in the contract awards. The monthly reports of the Regional Procurement

Office to the missions also include contract utilization rates, thus informing the missions as to the availability of contracts.

129. **In paragraph 181 of its report, the Board recommended that the Administration carry out a trend analysis of the utilization of air resources by missions to determine the optimum size and composition of the aviation fleet required without compromising operational parameters.**

Departments responsible:	Department of Peacekeeping Operations and Department of Field Support
Status:	In progress
Priority:	High
Target date:	Fourth quarter of 2016

130. All field missions have been requested to conduct a trend analysis of the utilization of air assets, and results had been received from three missions as at 1 January 2016. The Department of Field Support has also analysed the global trend for the 2014/15 financial period and is exploring ways to optimize the utilization of air assets through the aviation information management system and engage with missions to "rightsize" air fleets.

131. **In paragraph 183 of its report, the Board recommended that missions analyse flight needs and flight schedules to maximize passenger and cargo payload per flight in order to improve aircraft capacity utilization and efficiencies and thereby reduce costs with respect to air transport.**

Departments responsible:	Department of Peacekeeping Operations and Department of Field Support
Status:	Implemented
Priority:	Medium
Target date:	Not applicable

132. The Administration analysed flight needs in the East Africa peacekeeping missions as a part of the East Africa corridor project under the supply chain management pillar of the global field support strategy. As an outcome of the analysis, the Administration has reduced one CRJ-200LR aircraft at MONUSCO and established mechanisms for sharing the remaining CRJ aircraft among MONUSCO, UNMISS and the United Nations Interim Security Force for Abyei (UNISFA) and one L100 fixed-wing aircraft between MONUSCO and MINUSMA. Those actions have resulted in reduced costs of $7 million for air transport.

133. With regard to specific deficiencies highlighted by the Board, the following actions have been taken:

(a) The Aviation Section of MONUSCO conducts periodic analyses in order to optimize air asset utilization. Those analyses often result in operational changes such as the reduction of assets, the reconfiguration of the fleet, reduction in the

frequency of flights, changes to route structures, modifications to weekly regular flight schedules and relocations of aircraft;

(b) As a result of the review by MINUSMA of flight needs and schedules, C-160 aircraft contributed by one of the troop-contributing countries were replaced by more capable CASA C-295 and C-130 aircraft. This change facilitated the reconfiguration of the aircraft fleet and optimized the aircraft types suitable for the Mission's geographical and climatological conditions. The Mission is now in the process of planning joint mission coordination of passengers and cargo movements to enhance the flight request process and improve cargo transportation efficiency. Furthermore, the Mission is implementing various complex projects to develop aviation ground infrastructure and achieve nominal aircraft performance efficiently and safely in the airfields;

(c) The Aviation Section of UNISFA has carried out an assessment of the air assets required at the mission. As a result, the mission's air asset utilization has increased significantly, from a total of 3,996 flying hours against 10,386 budgeted hours in the 2013/14 financial period to a total of 4,809 flying hours against 6,726 budgeted hours as of March 2015.

134. In addition, the Administration had provided the Board with comparative data on air fleet composition as at the beginning and the close of the 2014/15 financial period.

135. **In paragraph 189 of the report, it is indicated that the Administration agreed with the Board's recommendation that it: (a) ensure strict adherence to the time frames for sending requests so as to enable the planning of efficient and cost-effective flight options; and (b) ensure that a post-flight analysis checklist is provided to the Strategic Air Operations Centre for better future tasking.**

Departments responsible:	Department of Peacekeeping Operations and Department of Field Support
Status:	Implemented
Priority:	High
Target date:	Not applicable

136. The Administration's comments are reflected in paragraphs 102 and 103 of the Board's report (A/70/5 (Vol. II), chap. II).

137. In addition, to improve visibility and promote further compliance, the Strategic Air Operations Centre of the Global Service Centre has implemented a reporting mechanism through its SharePoint portal, in which real-time data are collected while supporting the missions. This information will be reported to the Department of Field Support semi-annually to facilitate mission accountability for compliance.

138. **In paragraph 198 of its report (A/69/5 (Vol. II), chap. II), the Board recommended that the monitoring of construction projects be further strengthened and that missions be advised to submit their reports with all details so as to enable effective monitoring and redress of any impediments to the timely completion of the projects.**

Departments responsible:	Department of Peacekeeping Operations and Department of Field Support
Status:	Implemented
Priority:	Medium
Target date:	Not applicable

139. The Administration has taken corrective actions to address the recommendation. In coordination with the Department of Peacekeeping Operations, an independent senior-level working group representing the Department of Field Support, missions and service centres has finalized the supplemental guidance on the governance of major construction projects in field missions. The supplemental guidance was issued in October 2015 to assist all peacekeeping and special political missions in planning and implementing construction projects. The missions have taken corrective actions accordingly.

140. **In paragraph 211 of its report, the Board recommended that: (a) missions strengthen their procedures for the planning and implementation of construction contracts to factor in all foreseeable environmental and security factors that may impinge upon the execution of the work; (b) a proper feasibility study be conducted and a detailed project report prepared before project timelines are proposed; and (c) completion dates be realistic and practical so as to avoid the possibility of slippage in the stipulated schedules.**

Departments responsible:	Department of Peacekeeping Operations and Department of Field Support
Status:	Implemented
Priority:	High
Target date:	Not applicable

141. The Board confirmed in annex II to its report (A/70/5 (Vol. II), chap. II) that part (a) of the recommendation had been implemented.

142. With regard to parts (b) and (c) of the recommendation, the Administration has taken corrective actions. In coordination with the Department of Peacekeeping Operations, an independent senior-level working group representing the Department of Field Support, missions and service centres has finalized the supplemental guidance on the governance of major construction projects in field missions. The supplemental guidance was issued in October 2015 to assist all peacekeeping and special political missions in planning and implementing construction projects.

143. **In paragraph 221 of its report (A/69/5 (Vol. II), chap. II), the Board recommended that the Administration conduct a review of current arrangements across peacekeeping missions to ensure consistent application of the requirements for performance security to protect the interests of the Organization.**

Departments responsible:	Department of Management, Department of Peacekeeping Operations and Department of Field Support
Status:	Implemented
Priority:	Medium
Target date:	Not applicable

144. According to the delegation of authority issued to the Under-Secretary-General for Field Support by the Assistant Secretary-General for Central Support Services, the Director of the Procurement Division of the Department of Management, will also conduct monitoring of procurement activities through procurement assistance visits to review procurement activities, report on performance, identify weaknesses and areas of risk, and propose measures to strengthen the procurement function in the Organization worldwide. This includes reviewing compliance by procurement staff with applicable Financial Regulations and Rules, the provisions of the Procurement Manual and the missions' standard operating procedures, as well as determining whether performance bonds are being collected. The procedures for the safeguarding and timely return of performance bonds to vendors are also reviewed.

145. **In paragraph 240 of its report, the Board recommended that: (a) the implementation of quick-impact projects by field missions be periodically monitored by Headquarters to ensure that the missions adhere strictly to the Department of Peacekeeping Operations/Department of Field Support policies stipulating the size of individual projects and timelines for their approval and implementation, particularly after the release of the first instalment of payment to the implementing agency; (b) there be documented evaluation of the assessment of capacities and selection of implementing partners to carry out the projects; and (c) quick-impact project management teams consisting of properly trained and dedicated staff be constituted to manage the projects.**

Departments responsible:	Department of Peacekeeping Operations and Department of Field Support
Status:	In progress
Priority:	High
Target date:	Second quarter of 2016

146. With regard to part (a) of the recommendation, the Administration wishes to reiterate that, in accordance with the policy on quick-impact projects issued by the Department of Peacekeeping Operations and the Department of Field Support, the quick-impact project programme is managed under the overall authority of Heads of Mission, who are responsible for ensuring that appropriate mechanisms for project management and for project selection and monitoring are established within their missions, and that they are operating effectively and efficiently. The Department of Peacekeeping Operations and the Department of Field Support provide guidance on the policy and good practices to missions, which are then responsible for the implementation of individual projects.

147. The Administration has taken actions to address part (b) of the recommendation. At UNAMID, the capacity of quick-impact project implementing partners and focal points has been strengthened through training provided by the UNAMID quick-impact project cell. Training was provided in five sectors of Darfur on quick-impact project guidelines and financial reporting in order to enhance the quality of documentary and technical requirements submission, including financial reporting. In UNMISS, the project review committee has made changes to the suballocation of funds and the proposal solicitation process. Those changes are expected to expedite the identification and evaluation of proposals as well as the prompt implementation of approved projects. In addition, on 14 December 2015 the Administration issued a directive requesting that all missions that manage quick-impact project programmes review current practices with respect to quick-impact projects and conduct impact evaluations to inform the development of mission-specific standard operating procedures aimed at improving the implementation of such programmes.

148. The Board confirmed in annex II to its report (A/70/5 (Vol. II), chap. II) that part (c) of the recommendation had been implemented.

149. **In paragraph 273 of its report (A/69/5 (Vol. II), chap. II), the Board recommended that the Administration take all steps necessary to ensure that the activities planned under the global field support strategy are completed by June 2015 so that the end-state vision and key performance indicators are fully achieved. An important element of such an effort would be effective periodic monitoring of progress achieved. The initiatives rolled out under the strategy should be mainstreamed into the work of the Department of Field Support at the earliest in order to ensure that the momentum achieved is not lost.**

Departments responsible:	Department of Peacekeeping Operations and Department of Field Support
Status:	In progress
Priority:	High
Target date:	Fourth quarter of 2017

150. The Administration is in the process of mainstreaming the initiatives and tools rolled out under the global field support strategy into the business processes of the Department of Field Support, the Global Service Centre, the Regional Service Centre in Entebbe and field missions.

151. **In paragraph 291 of its report, the Board recommended that the resource efficiency group be reconstituted, with a clearly defined role and responsibilities complementing the other structures already in place in a mutually reinforcing manner, to ensure the regular review of efficiency measures across the field in order to incorporate practical benefits and savings under the global field support strategy.**

Departments responsible: Department of Peacekeeping Operations and Department of Field Support

Status: In progress

Priority: Medium

Target date: Fourth quarter of 2017

152. The Administration wishes to report that the terms of reference for the resource efficiency group have been revised and a working process identified to improve its role and responsibilities, especially with regard to the reporting on achieved efficiencies. Reports on efficiencies form part of budget reports. The planning of budget proposals for the 2017/18 financial period will allow the revised terms of reference for the resource efficiency group to be introduced and put in place.

153. **In paragraph 306 of its report, the Board recommended that action be taken in a time-bound manner to include a performance indicator to track the geographical deployment of staff at field missions.**

Departments responsible: Department of Peacekeeping Operations and Department of Field Support

Status: In progress

Priority: Medium

Target date: Second quarter of 2016

154. The Administration continues to track geographical deployment distribution in the mission-specific dashboards. The assessment of the possibility of adding this as a strategic indicator to the human resources management scorecard is still on the agenda to be discussed at the next meeting of the Performance Review Group. Meanwhile, the Administration is establishing a global framework on performance and accountability whereby a set of key indicators will be monitored at the mission and global levels. The geographical deployment indicator is among those key indicators, and by 30 June 2016 it will have been added to the newly developed dashboards related to this framework.

155. **In paragraph 312 of its report, the Board recommended that the Administration ensure that the activities under the customer service integration plan are completed in a time-bound manner and that there are no further slippages, so as to ensure that the end-state vision is achieved as envisaged.**

Departments responsible: Department of Peacekeeping Operations and Department of Field Support

Status: In progress

Priority: Medium

Target date: Second quarter of 2016

156. The realignment of the structure, roles and responsibilities of the Field Personnel Division has been completed, as well as the transfer of remaining transactional activities to other offices such as service centres, missions, the Police Division, the Office of Military Affairs and the Executive Office. This has enabled the Field Personnel Division to become a strategic Headquarters office. The draft global accountability and monitoring framework for human resources management functions in field missions was finalized in December 2015 and is now undergoing the approval process.

157. **In paragraph 337 of its report, the Board recommended that the enabling capacities project be expedited to ensure that service packages can be seamlessly implemented in the field and help in the rapid deployment of modularized camps.**

Departments responsible:	Department of Peacekeeping Operations and Department of Field Support
Status:	In progress
Priority:	High
Target date:	Second quarter of 2017

158. The Administration wishes to clarify that the Global Service Centre continues to pursue the concept of implementing a UNOPS capacity, under the rapid deployment project, which is dependent on financing in the 2016/17 financial period.

159. **In paragraph 358 of its report, the Board recommended that the Administration explore mechanisms to provide remote access to onboarding staff at the missions to enable them to complete formalities, thereby obviating the necessity of their visiting the Regional Service Centre. Until such time as check-in/check-out services are provided from the Centre, it should report the expenditure incurred on the daily subsistence allowance/mission subsistence allowance of checking-in and checking-out personnel.**

Departments responsible:	Department of Peacekeeping Operations and Department of Field Support
Status:	In progress
Priority:	Medium
Target date:	Second quarter of 2016

160. The Regional Service Centre in Entebbe will lead a workshop in the first quarter of 2016 with human resources and finance representatives from its client missions to assess the impact of Umoja Extension 1 on the transfer of functions to the Centre. Leveraging the outcomes of the workshop, the Centre will explore the possibility of the remote onboarding of international staff.

161. **In paragraph 387 of its report, the Board, given the similar circumstances, reiterated its recommendation made in paragraph 150 of its report, which emphasized the need to strengthen the role of the Headquarters Committee on Contracts.**

Department responsible:	Department of Management
Status:	In progress
Priority:	High
Target date:	Second quarter of 2016

162. The Administration considers that both the administrative instruction on review committees on contracts (ST/AI/2011/8) and chapter 12 of the Procurement Manual provide sufficient clarity in terms of the roles of the local committees on contracts and the Headquarters Committee on Contracts. The Administration, however, takes note of the Board's observations on the cases examined and agrees to review the guidance contained in the Procurement Manual with respect to contract amendments or modifications. The Administration will also assess whether clarity or guidance is required either by amending the Procurement Manual or by issuing a separate instruction.

163. **In paragraph 389 of the report, the Administration agreed with the Board's recommendation that it explore the possibility of shifting, fully or partially, the risk and responsibility of the supply of ICT equipment to the vendor by stipulating the delivery locations at the user missions after undertaking a cost-benefit analysis of such alternative arrangements.**

Departments responsible:	Department of Management, Department of Peacekeeping Operations and Department of Field Support
Status:	In progress
Priority:	Medium
Target date:	Fourth quarter of 2016

164. The Department of Field Support will continue to coordinate with the Procurement Division to implement the recommendation.

165. **In paragraph 395 of its report, the Board recommended that: (a) the procedures for the utilization of ICT assets, including the determination of whether the procurement was necessary in the first place, be reviewed so as to eliminate such prolonged delays in utilization; and (b) guidelines be formulated on the extent of redundancy required for leased bandwidth.**

Departments responsible:	Department of Peacekeeping Operations and Department of Field Support
Status:	In progress
Priority:	High
Target date:	Second quarter of 2016

166. Regarding part (a) of the recommendation, the Global Service Centre actively monitors the status of items in stock through monthly reviews of inventory

holdings. The Administration also reiterates that, in some cases, ICT equipment is purchased and maintained in stock as "critical spares" for equipment already in use, and therefore those items are held for longer periods.

167. With regard to part (b) of the recommendation, the Global Service Centre has drafted guidelines on the extent of redundancy required for leased bandwidth, which are in the process of being finalized.

168. **In paragraph 401 of its report, the Board recommended that: (a) the staffing requirements of each mission be reviewed to ensure that the number of staff engaged is commensurate with its requirements; and (b) a separate budget line be introduced to indicate the resource allocations and expenditure in the budgets of missions and those of the Regional Service Centre and the Global Service Centre for the deployment of contractors, as is done with respect to consultants.**

Departments responsible:	Department of Management, Department of Peacekeeping Operations and Department of Field Support
Status:	In progress
Priority:	Medium
Target date:	Second quarter of 2016

169. The Department of Field Support acted on part (a) of the recommendation by implementing a workforce planning tool, which provides for the systematic assessment of manpower levels and distribution in line with the requirements of the missions.

170. As previously stated by the Administration, ICT manpower requirements are determined in accordance with the mandates and operational requirements of the missions. The Office of Programme Planning, Budget and Accounts is reviewing the feasibility of providing additional information to the Advisory Committee on Administrative and Budgetary Questions in the form of information supplementary to the budget reports. It is noted that supplementary information on historical expenditures on contractual services is already provided to the Advisory Committee each year. The Office is examining, together with the Department of Field Support and the missions, the extent to which manpower requirements can be projected for the purposes of budget submissions.

171. **In paragraph 417 of its report, the Board recommended that: (a) the Administration develop a comprehensive information security policy that includes detailed protocols that should be followed by missions and user units to secure information technology assets; (b) a concerted awareness drive be undertaken to sensitize users with regard to the threats to information security and the basic steps that should be adopted by all for cyberhygiene; (c) missions develop and implement formal information security incident management programmes delineating clearly the roles and responsibilities of ICT security personnel; and (d) the Administration explore the setting-up of an Organization-wide computer emergency response team to coordinate and respond to cyberincidents and cyberthreats and carry out real-time analysis in order to develop defensive measures to secure United Nations information assets, resources and data.**

Departments responsible:	Department of Management, Department of Peacekeeping Operations and Department of Field Support
Status:	In progress
Priority:	High
Target date:	Fourth quarter of 2016

172. The Board confirmed in annex II of its report (A/70/5 (Vol. II), chap. II) that parts (a) and (b) of the recommendation had been implemented.

173. With regard to part (c) of the recommendation, the Department of Field Support, as a participating member of the Information and Communications Technology Policy Committee, has completed a review and update of current ICT security policies. The Committee is one element of the broader ICT governance framework. It is currently chaired by the United Nations Office at Nairobi, and its members represent United Nations Headquarters departments, offices away from Headquarters and regional commissions. It meets twice a month to review policy and proposed policy documents for the Secretariat, including administrative instructions and technical procedures regarding ICT security.

174. With respect to part (d) of the recommendation, the Global Service Centre has developed and implemented a security awareness programme. All resources are stored in the information security management website repository.